

## **Leadership, Management & Administration**

### **The Leadership Formula: Improving Results by Managing for Success**

The basic steps of leadership involve clarity, unity, accountability, and action. The current administration has failed to set clear priorities, and instead has been distracted by novelty items like a gambling casino and a publicly funded convention center. The administration has failed to develop a unified community, and instead has been against letting Rockford citizens speak at City Council meetings. The administration has also failed to be accountable for critical decision making and staffing needs for the administration.

**Clarity: Setting the Right Goals.** Under a Morrissey administration, the City will focus on the clear goals of improving our schools and workforce development; reducing crime and improving public safety; and investing in a coordinated infrastructure plan to bring us better roads, rail service to the airport, and riverfront development. We will move beyond the plans, and start taking decisive actions. We will welcome our citizens as our citizens are the engine of this community: the people who invest in our homes and run our businesses.

The public and private sector in this community look to the City to provide leadership. Where does the City expect growth? What types of growth does the City want? The City demonstrates leadership that directs home and job growth by setting strong land use and zoning plans, by coordinating capital investments in roads, paths, and rail lines, and by focusing its job recruitment and retention efforts. When the City sends confusing messages to the marketplace, then private home owners and businesses do not know which way to turn and they more likely than not choose to invest elsewhere.

For example, when the City supported a high-rise, high density low income housing project at the old Amerock building in Downtown Rockford along the Riverfront, the City upset the expectations of developers and home owners in the area. Even though this project was defeated, the confusing message sent by this administration did great damage to the marketplace and set back development efforts in the area.

**Unity: Communication & Trust:** To accomplish great things we must have a unified team. Unfortunately, moral among City employees, as with the City as a whole, has been down. This stems from leadership that has not communicated with and involved its people in a real sense. Everyone in the City needs to know that we are one City and our fates are tied together. We must know that we are building toward the same goal. We must staff for success and direct the many organizations both public and private that look to the City for leadership.

To build unity, public comment must be welcome at City Council Meetings as a critical way of learning the concerns of our citizens and gaining their advice. Unfortunately, the current administration was against public speaking at City Council meetings. The City's State of the City Address must be open to the public free of charge and held at a public venue like the Coronado Theater instead of the current practice of charging for the event at a private venue. Our City must provide better notice of public meetings and provide greater access to public records and city

contract bidding opportunities. We must improve communication opportunities with public elected officials through use of technologies like e-mail and the City's web site. We must have an overall atmosphere that encourages public involvement and public leadership. We must stop planning in secret and start leading in public. The City will thrive when we take bold steps and the people of the community, which are the engine of this community, trust and follow the direction the City is taking.

Accountability: Standing Behind the Decisions: The City went a year and one-half without a dedicated community development director and went 10 months without an economic development director all during a time in our City when we have had a job crisis, losing thousands of high-paying manufacturing jobs. The administration has "outsourced" the leadership and direction of over \$1.5 Million dollars in economic development funds going to the Rockford Area Convention and Visitor's Bureau and the Rockford Area Economic Development Council. The City currently has no dedicated leader in the mayor's office working on education issues. The City must be accountable for job creation, education, and public safety.

We must do a better job of managing and coordinating public and private resources. We will improve job opportunities when the City takes direct accountability for business retention and recruiting efforts; when the City takes responsibility for directing the Rockford Area Economic Development Council's as they relate to the City of Rockford; and when take responsibility for directing the Convention and Visitor's Bureau by hiring a City Director of Tourism, Culture, & Special Events. The City must be accountable for all operations where public money is spent. Under a Morrissey administration, we will be accountable for leading in these areas and achieving results.

Action: It's Time for Action: Moving Beyond the Studies and Task Forces. Rockford has been studied, planned, and task forced to death. To get past the studies and start getting things done, we must have focused, direct, and accountable leadership. A Morrissey administration will bring aggressive leadership that involves our people and pursues the right priorities. We will get beyond the studies and start making positive moves for our future.

### **Leadership Advantages of a Non-Partisan Mayor**

Everyone needs to know that their mayor will fight for this City and not be compromised, controlled, or conflicted. Running as an independent means that State and National politics will not control the Rockford agenda.

Running as an independent also will help break a long stalemate where the City of Rockford, typically controlled by Democrats, has failed to work with Winnebago County, typically controlled by Republicans. In the final analysis, Rockfordians just want the job to be done! We all want our elected officials to be great stewards of our tax dollars. The only way to ensure the efficient use of our tax money is to make sure that the City and the County are working together. Whether we are dealing with a County wide public safety sales tax or the City and County spending money on new roads and pathways or a passenger rail line, we will work

together under a non-partisan Morrissey administration to ensure that our tax payers are getting the best bang for the buck.